

# Competitive Analysis

Kit Needham

**Any way the customer  
is solving the problem now is  
competition**

# DIRECT vs INDIRECT

DIRECT – similar products and services

INDIRECT – solving same problem for same target market with a different product or service

Who are **Uber**'s competitors?

Direct?

Indirect?

# Competitive Factors

What makes a customer choose one solution over another?

Price – cheaper

Service – faster, personalized, convenient

Quality - lasts longer, stylish, tastes better

**At most, you can only compete  
on 2 out of the 3**

# Unfair Advantage

## **Core competency that cannot be copied or bought**

- Deep domain expertise (hospital systems)
- One amazing hard thing (Google algorithm)
- Authority (existing reputation in market)
- Dream Team (previous startup success; rock star)
- Unique, novel solution or product (disruptive)
- Patent(s)
- Ability to scale, operate significantly more efficiently

# Types of Analysis

- Company
- Product

# Questions for Competitive Company Analysis

# Competitive Company Analysis

- Where located?
- # of years in business?
- # of employees?
- Annual sales?
- Major managers and board members?
- Owned or in partnership with other corporations?
- Funding?  
(source/amount)
- Strengths?
- Weaknesses?
- Product line(s)?
- Primary target market(s)?
- Pricing structure(s)?
- Marketing activities?
- Supply sources?
- Strength/weaknesses of sales literature
- Sales/distribution methods
- Expanding or cutting back?
- Other

# Sample Templates for Competitive Product Analysis

# Sample

	Feature 1	Feature 2	Feature 3	Feature 4	Feature 4
You					
Competitor 1					
Competitor 2					
Competitor 3					
Competitor 4					

## Competitive Analysis

	Products	Product Quality	Rate	Segments - Covered	Sales after services	Trust	Advertisement	Customer Feedbacks	Transportations - Location concern	Sales points	Stability	Visions / Mission	Applications covered
Self													
Competitor - I													
Competitor- II													
Competitor - III													
Competitor - IV													
Competitor- V													
Total													
* Rank Each factor - 1 To 10 according to research & analysis of market													

# Examples of Features

- Price
- Benefits
- Quality
- Durability
- Image/style
- Service
- Warranties
- Location
- Convenience
- Sales/Distribution
- Ease of Use
- # of features
- Type of features
- Wow factor
- Size/Weight
- Availability
- Security
- Safety
- Endorsements
- Certifications

# Where do you find info

1. Customer Discovery interviews
2. Competitors' Advertising
3. Competitors' Sales Brochure
4. Newspapers/Magazines
5. Competitors' or comparison Websites
6. Online sites that rate products/services
7. Your business and professional network

# Other

- Research competitors that no longer are in business
- Research matrix will be messy; matrix for investment pitches are summaries of strongest competitors with most important features

# Finally

- Describe your competitive advantage

***Benefits sell***

***Features tell***

# Examples of completed templates

## Competitive analysis template

	Of some importance to buyers	Of moderate importance to buyers	Of high importance to buyers
Things we do that they don't	Why are you doing these?	This category gives you the ammunition to win your run-of-the-mill customers	Anything that goes in here probably commands a premium and is your secret weapon to ultimately dominate. The stuff in here is the reason your company ultimately gets acquired.
Things we do better than them		This category is hard to articulate in your product marketing.	Your competitors have probably identified a lot of features that customers value highly, but maybe you have some secret sauce that makes it better.
Things we do equally well		Features that go in here are like "table stakes" to play in the market you're after	Features that go in here are like "table stakes" to play in the market you're after
Things they do better than us	This is stuff you got carried away doing, and yet came up shorter than your competition, but that doesn't matter anyways	A lot of times, stuff will naturally move from here upwards as you refine your product.	This category should be the focus of your product roadmap efforts.
Things they do that we don't	This is normally legacy stuff that your competitors wasted time on doing	There are many reasons for stuff to be here. Some are good for you (because the market is changing and your competitors didn't realize), some is bad for you (you thought it was unimportant so you didn't build it)	You are clearly at a disadvantage when your buyers value something here, so steer away from product proposition and center on service or relationship.

**Competitive Communication Audit Sample: B2B Integration Market**

Company	Tagline	Main Positioning	Website Title	Website Meta description	Twitter profile	Google+	LinkedIn	Top SEO Key Words
Liaison	<b>Flexible Cloud Integration and Data Management Leader</b>	Liaison Technologies is a global integration and data management company. We provide innovative solutions to integrate, transform, harmonize, manage and secure critical business data on-premise or in the cloud.	Liaison Technologies - Data Integration - Transformation - Harmonization - Management - Security	Liaison Technologies is a global integration and data management company providing innovative solutions to integrate, transform, harmonize, manage and secure critical business data on-premise or in the cloud.	Moving, managing and transforming data with cloud integration managed services & data management solutions	Secure data integration and management, on premise and in the cloud.	Liaison Technologies delivers cloud-based enterprise application and B2B / EDI integration managed services; strategic consulting; cloud-based master data management, data security and data transformation solutions - reducing business costs and driving operational efficiencies on-premise or in the cloud.	<ul style="list-style-type: none"> <li>• EDI notepad</li> <li>• EDI</li> <li>• EDI integration</li> <li>• Data Translation</li> <li>• EDI Ednor</li> <li>• EDI Viewer</li> <li>• B2b integration</li> <li>• B2b edi</li> <li>• Edi b2b</li> </ul>
Axway	<b>Business In Motion</b>	Axway, a market leader in governing the flow of data, is a global software and services company with more than 11,000 public- and private-sector customers in 100 countries.	Governing the Flow of Data   Axway - Global	Manage, secure & monitor all business interactions with Axway's business technology solutions. Secure company data & ensure regulatory compliance.	Axway's cloud integration, API & identity mgmt software extends enterprise boundaries & empowers customers to govern the flow of data.	Axway - Governing the Flow of Data	Established in 2001, Axway is a global software company with more than 11,000 public- and private-sector customers in 100 countries, and offices around the globe. Our award-winning products and solutions enable business-critical interactions within and among enterprises. With the acquisition of Vordel, Axway now delivers the cloud integration, API, and identity management capabilities customers need to extend the boundaries of their enterprise and fully govern the flow of data out to the cloud, mobile, and beyond.	<ul style="list-style-type: none"> <li>• cft</li> <li>• managed file transfer</li> <li>• mft</li> <li>• secure internet file transfer</li> <li>• secure messenger</li> <li>• b2b gateway</li> <li>• partners file transfer</li> <li>• enterprise file transfer</li> <li>• managed file transfer software</li> <li>• b2b edi</li> <li>• IT professional services</li> </ul>
EZopen	<b>The Leader in Collaborative Planning &amp; Execution</b>	EZopen is the leading provider of cloud-based, on-demand software solutions enabling enterprises to procure, manufacture, sell, and distribute products more efficiently through collaborative planning and execution across global trading networks.	Welcome to the EZopen Business Network   Supply Chain Collaboration in the Cloud   EZopen	EZopen is the leader in collaborative execution, delivering a strategic, cloud-based solution for managing business across global trading partner networks.	EZopen is a leading provider of cloud-based, on-demand software solutions for collaborative planning and execution across global trading networks.	Welcome to the EZopen Business Network!	EZopen is the leading provider of cloud-based, on-demand software solutions enabling enterprises to procure, manufacture, sell, and distribute products more efficiently through collaborative planning and execution across global trading networks. Enterprises use EZopen solutions to gain visibility into and control over their trading networks through the real-time information, integrated business processes, and advanced analytics that EZopen provides. EZopen customers include Celestica, Cisco, HGS, HP, IBM, Lenovo, L'Oréal, LSI, Motorola Solutions, Seagate, and Vodafone.	<ul style="list-style-type: none"> <li>• mark woodward</li> <li>• chief supply</li> <li>• supply planning</li> <li>• what is cpo</li> <li>• supply chain control tower</li> <li>• scm world</li> <li>• chiefsupply</li> <li>• supplier collaboration</li> <li>• simplified logistics</li> <li>• sales order management</li> <li>• exostar login</li> <li>• b2b outsourcing</li> </ul>
Pervasive / Actian	<b>Take Action on Big Data</b>	Action transforms big data into business value for any organization - not just the privileged few. Our next generation Actian Analytics Platform software delivers extreme performance, scalability, and agility on off-the-shelf hardware, overcoming key technical and economic barriers to broad adoption of big data.	Pervasive Corporate Site > Home  Big Data Analytics   Transforming Data Into Value   Actian	Big Data Analytics from Actian transforms data into value with business data management. The best big data tools and software for any organization.	Was Pervasive Software, Now Actian! - Still leader in SaaS integration. Expert in data & application integration and data quality cleansing  Transforming Data into Value Take a sip - <a href="http://www.CoffeeAtActian.com">http://www.CoffeeAtActian.com</a>	Take Action on Big Data	Action transforms Big Data into business value for any organization—not just those with considerable resources. Actian provides transformational business value by delivering actionable insights into new sources of revenue, business opportunities, and ways of mitigating risk with high-performance in-database analytics complemented with extensive connectivity and data preparation.	Pervasive: <ul style="list-style-type: none"> <li>• Datacloud</li> <li>• Data integrator</li> <li>• Online integrator</li> <li>• Data integration software</li> </ul> Actian: <ul style="list-style-type: none"> <li>• Ingres</li> <li>• Big data analytics</li> <li>• Ingres database</li> <li>• Dbvisualizer</li> <li>• Data cloud</li> </ul>

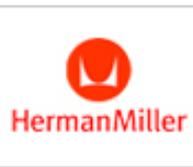
# Competitor Analysis :: Part 1 :: Feature Comparison Report

Feature / Area	Apps and Rating				Testers Opinion
	Main Product (Flipkart.com)	Rating	Competitor Product (Amazon.in)	Rating	
<b>Home</b>	Homepage contains Exclusive offers, deals of the day products and other category products	4	Homepage contains discount product details, shows products based on past search and other category products	3	Flipkart homepage is easy to access for users, options and links are properly positioned and easy to use
<b>Product Categories</b>	Product categories are displayed on homepage, below the search text field, which is easy for accessibility	4	Product categories are not displayed in homepage, it displays under 'Shop by Department' dropdown	2	Product categories are displayed in Flipkart homepage so that one can identify available products easily. Additionally, the number of clicks needed to access categories is much lesser compared to Amazon
<b>Add to Compare</b>	Supports 'Add to compare' option in product category landing page for Electronic items	4	'Add to compare' option is NOT available	0	Whenever user needs to compare between multiple products, user can use this 'Add to compare' option from Flipkart, which is very helpful when comparing between multiple products. Comparison of features/price and other parameters comes into play because there are several products in the market from different players. Amazon's lack of support for this feature is sure showdown.
<b>Books</b>	Supports 'Read sample' option for the users	3	'Read sample' option is NOT available	0	Ability to provide a reading sample allows users to read a few pages of the book before making a Buy or No-Buy decision. Flipkart wins here too
<b>Payment Modes</b>	Flipkart offers multiple payment methods, like Internet Banking, E-Gift Voucher (eGV), Cash on Delivery and Wallet. Flipkart also accepts payments made using Visa, MasterCard, Maestro and American Express credit/debit cards	5	Amazon supports Credit cards, Visa cards, shopping points and store cards	3	Flipkart supports more payment modes compared to Amazon

## Competitor Analysis

	The Trainline (uk)	Citymapper (London/NY)	Bus Mate (London)	O2 Train Travel (uk)	Hailo (London) (black taxis)	Our Product/Service
Features	<ul style="list-style-type: none"> <li>• Journey planner</li> <li>• Buy tickets</li> <li>• Live departures</li> <li>• Train times</li> <li>• Personal accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Locates; bus stops, train stations, national rail stations, cycle docks, rail maps, tube maps, area map,</li> <li>• Line status</li> <li>• Favourites</li> <li>• Get me home</li> <li>• Get me somewhere</li> <li>• My places</li> </ul>	<ul style="list-style-type: none"> <li>• Nearest bus stops</li> <li>• Nearest bus route</li> <li>• Bus arrival reminders</li> <li>• "tell me when im here"</li> <li>• Search bus routes for postcodes/areas/landmarks</li> </ul>	<ul style="list-style-type: none"> <li>• Journey planner</li> <li>• Buy tickets</li> <li>• Previous/current tickets</li> <li>• O2 wallet</li> </ul>	<ul style="list-style-type: none"> <li>• Hail a taxi</li> <li>• Pay via app</li> <li>• Track where your driver is, shows waiting time</li> <li>• Register</li> </ul>	
Grossing	<ul style="list-style-type: none"> <li>• 1,000,000+ downloads</li> </ul>	<ul style="list-style-type: none"> <li>• 50,000+ downloads</li> </ul>	<ul style="list-style-type: none"> <li>• 100,000+ downloads</li> </ul>	<ul style="list-style-type: none"> <li>• 50,000+ downloads</li> </ul>	<ul style="list-style-type: none"> <li>• 100,000+ downloads</li> </ul>	
Price	Free	Free	Free	Free	Free	
Feedback	<ul style="list-style-type: none"> <li>• 3.9 user rating on 2654 voting</li> </ul>	<ul style="list-style-type: none"> <li>• 4.8 user rating on 959 voting</li> </ul>	<ul style="list-style-type: none"> <li>• 4.3 user rating on 779 voting</li> </ul>	<ul style="list-style-type: none"> <li>• 3.5 user rating on 70 voting</li> </ul>	<ul style="list-style-type: none"> <li>• 4.8 user rating on 8787 voting</li> </ul>	

# Examples of Portraying Competitive Analysis for Investors

						
 Lifetime Warranty			SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS
 Made in the USA				SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS
 Free Shipping			SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS	SOME PRODUCTS
 Green Manufacturing				SOME		
 Customer Service	EXCELLENT 	BAD 	GOOD 	OKAY 	GOOD 	GOOD 
 Ease of Return	EXCELLENT 	DIFFICULT 	OKAY 	BAD 	OKAY 	OKAY 
 Product Recalls	 NONE	YES	 NONE	YES	YES	 NONE

# Competitive Landscape

	<i>Pinterest</i>	<i>Telly</i>	#waywire	 <i>interest</i>
User Friendly				
Privacy				
Keyword follow				
Playlist follow				
Video Bookmarks				
Video <u>Autonext</u>				
Video Shuffle				



# Brand competitive analysis

				
<b>Value Proposition</b>	Innovation, elegance, Style	Superior quality, Classical	Sexy, cutting edge, contemporary	Britishness, Democratic luxury
<b>Audience</b>	Intellectual and creative fashionistas	Self-made, successful people	Modern urban, fashion-aware people	Smart, authentic individuals
<b>Range of authority</b>	Leather goods, Clothing, eyewear, fragrances, jewellery	Leather goods, Clothing, eyewear, stationery, jewellery	Leather goods, Clothing, eyewear, fragrances, silks, jewellery	Leather goods, Clothing, home, fragrances, beauty, jewellery
<b>Relationship</b>	Self expression, superior taste	Achievement, career success	Confident, stylish	Heritage, Innovation and intuition

## CRM COMPARISON MATRIX

### DIMENSIONS

Salesforce Sales Cloud

Oracle CRM On Demand

Stay inFront Edge Rx

Goldmine CRM

Interactive Medica CRM

Veeva CRM

#### Interoperability and Integration

Integration with other software systems (Google Apps or SAP)



#### Mobile Device Support

Is it included or an extension module is required?



#### Regulatory Compliance

Does it conform to HIPAA and other privacy requirements?



#### Communication Channels

Can it flexibly record different types of communication?



#### Role Support

Can it support different types of users?



#### Ease of Reporting

Is it easy to record interaction after a sales call?



#### Data Cleansing

Does it have built-in checks for data consistency?



#### Offline Access

Can data be accessed without an internet connection?



#### e-Detailing

Does it support marketing activities?



#### Sharing Information

Does it allow sales rep to share information across a team?



Partially Supported



Fully Supported

# Competitive Analysis

	iTunes (with iTunes Store)	Youtube	Music Beta (with Android Market)	Spotify	Rdio
Need an account?	YES	Maybe (for advanced features)	YES	YES	YES
Accessible without internet?	YES	NO	NO	Yes for music in user library	NO
Does it take up space on the computer?	YES	NO	NO	NO	NO
Can you listen to a new song in entirety for free?	NO	YES	NO	YES	Sometimes
Navigate through by album art?	YES	---n/a---	YES	NO	YES
For whole list of music - Sort by	title	YES	YES	YES	YES
	artist	YES	YES	YES	YES
	Album	YES	---n/a---	YES	YES
	Genre	YES	YES	NO	NO
Recently Added	YES	YES	NO	NO	YES
Have a list of favorites?	YES	YES	YES	YES	NO
Find related songs?	NO	YES	YES	YES	YES
See top trending songs?	YES	NO	YES	YES	YES
Possible to find description of music?	YES	Sometimes	YES	NO	YES
Mobile/portable device access?	YES	YES	YES	Paid subscription only	YES
Share music easily?	NO	YES	NO	Possible if friend is a Spotify user	YES
Able to get recommendations from friends?	Possible if on the same network	YES	NO	Possible if friend is a Spotify user	Possible if friend is a Rdio user

	iTunes (with iTunes Store)	Youtube	Music Beta (with Android Market)	Spotify	Rdio
Type	Music Database App	Website	Website	Music Database & Streaming App	<ul style="list-style-type: none"> <li>Website</li> <li>Music Streaming App</li> </ul>
Where to find new music?	iTunes store*	Main Search bar	Android Market*	Main search bar	Search Bar
Scale for rating songs	5 star system	Heart vs. no heart	Nothing, thumbs up, thumbs down	Star vs. no star	---n/a---
Sample search: no. of renditions for Brahms Op. 118	4*	10+	3*	1	9
Types of playlists/queues	<ul style="list-style-type: none"> <li>Create your own</li> <li>Favorites</li> <li>Most listened</li> <li>By genre, artist, title, year, etc</li> <li>Recently Added</li> <li>Random mix</li> </ul>	<ul style="list-style-type: none"> <li>Create your own</li> <li>Favorites</li> <li>Current song queue</li> </ul>	<ul style="list-style-type: none"> <li>Create your own</li> <li>Favorites</li> <li>Related songs</li> <li>Recently Added</li> </ul>	<ul style="list-style-type: none"> <li>Create your own</li> <li>Favorites</li> <li>Current song queue</li> </ul>	<ul style="list-style-type: none"> <li>Create your own</li> <li>Current song queue</li> </ul>

\*for purchase

**Not Preferred**  
**(Personal Opinion)**

